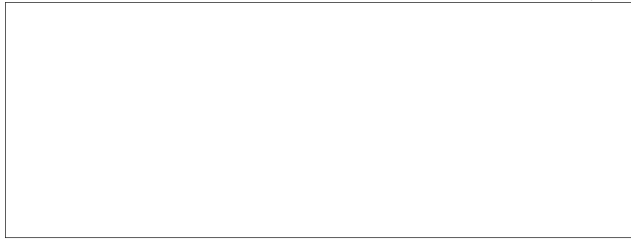


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DDCI REMARKS TO
FACULTIES OF THE SENIOR SERVICE COLLEGES
27 JUNE 1988

I welcome the opportunity to talk with you today (this evening). This occasion provides a valuable opportunity to share with you a few observations on the relationship--or more correctly, the partnership--between CIA and the Services. And how this partnership is reflected in the Agency's support for the Senior Service Colleges.

The Director of Central Intelligence, and I in my job as Deputy Director, wear two hats. We direct the activities of the Central Intelligence Agency, and we have oversight responsibilities for all of the intelligence organizations of the U. S. Government under the National Foreign Intelligence Program. Under these dual responsibilities, we must coordinate the numerous intelligence efforts of the U.S. Government to collect, evaluate, analyze, produce, and disseminate foreign intelligence. That responsibility has remained unchanged since 1947.

-- But the world in which is must be discharged has not.

-- When the Central Intelligence Agency came into being, the world was, in many ways, a simpler place. The U.S. was preeminent among nations, the only atomic power on earth. The primary product of

intelligence, then, had to do with the military activities and political intentions of the Soviet Union--and a little bit about those of its satellites.

- Today, however, things are not so simple.
- The U.S. is no longer the world's only nuclear power. In addition, there are now more than 150 independent nations on earth. This country has important contacts with almost all of them. These contacts are far more political and economic than military. Consequently, the focus of collection and analysis has shifted from a singular concentration on the military prowess of one country to a broader interest in all areas of international relations. And although understanding Soviet military strength is still the Agency's number one priority, its traditional areas of concern have expanded to confront the problems of such things as terrorism, drug trafficking, world energy, and world grain products. And in the area of military reporting, we must deal with such unconventional topics as low-intensity conflicts and surrogate warfare.
- The accomplishment of this expanding and more sophisticated mission involves extensive interaction with the U.S. military services. One of our major tasks, as articulated in the National Foreign Intelligence Strategy, is to provide timely and robust intelligence support to U.S. military operations. We are charged with making the

intelligence products of our collection, processing, and analytical activities available in the shortest possible time to the appropriate military units to support enhanced readiness and the planning and conduct of military operations. To efficiently perform this mission, we must interact with the Services in making the appropriate data transmission arrangements; we have to obtain some understanding of what intelligence support is or is not wanted; and we must explain to the Services what intelligence we can or cannot provide. Consequently, the more that we are able to speak the same language as the military, the better we will be able to perform this task.

-- Similarly, we are critically dependent on the military for intelligence collection, processing, and analysis, not to mention cover and logistic support for many of our operations. About two-thirds of the budget that the Director of Central Intelligence controls as head of the National Foreign Intelligence Program is executed within the Department of Defense. The better we understand "where Defense is coming from," and the better you understand our point of view, the more harmonious and more productive this relationship can be.

-- Additionally, as the President's principal intelligence officer, the Director (and those of us who work for him) also are tasked with developing a coordinated, Intelligence Community view of the world for the President and his senior advisors. This requires meshing the

diverse views of many constituents ranging from Defense to State to Energy to ACDA. Each has its own mission, each its own culture, each its own point of view.

-- Thus, because of our need to interact with other organizations-- particularly with Defense--we are ever on the alert for ways to make communication easier. And, because they contribute strongly toward solving this problem, CIA has been an active supporter of the Senior Service Colleges for many years. Our motives are not altruistic; they are selfish. The colleges make our job easier. We have found that a major objective of the Colleges is to enhance the ability of participants to work effectively and constructively with people whose orientations differ from their own.

-- Our support to the Colleges has not been just rhetoric, but in terms of resources. For many years, we have maintained representatives on the faculties at the Air War College, the Army War College, the College of Naval Warfare, and the National War College. (This academic year, the College of Naval Warfare position was not filled, but we hope to do so next year.)

-- These representatives participate in instructional activities, seminars, study projects. I understand that they make a significant contribution toward providing information on an area of the

government that is not familiar to most of the students. Moreover, usually the officers that we provide bring academic and practical expertise in particular disciplines such as economics, political science, and so forth.

- The learning, however, is a two-way street. Universally, our people report back that they feel that they learn as much or more from the students as they impart. They also feel that their tours at the Senior Service Colleges serve as a change of pace; and opportunity to recharge batteries.
- We further support the Senior Service College--or perhaps exploit them--by sending a dozen or so students to them each year. (This year's number is exactly 12.) We find that they profit tremendously from their experiences at the Senior Service Colleges. We attempt to send only our best and brightest--demonstrated by the fact that the majority of our senior managers have attended a Senior Service College.
- We have found that our people you have taught return to us with increased knowledge, but more importantly with a new appreciation of how to deal with other organizations, how to treat other points of view. In sum, better tools with which to get the government's business done.

-- I commend the job that you are doing. The Agency will continue to support you. We believe that your work is vital to developing the senior officers necessary for a viable and strong U.S. national security program. Please call on us if we can be of additional support.